



**PANIPIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY
FACULTY OF MANAGEMENT SCIENCES**

DEPARTMENT OF MANAGEMENT

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT HONOURS	
QUALIFICATION CODE: 08HHRM	LEVEL: 8
COURSE CODE: SHR811S	COURSE NAME: STRATEGIC HUMAN RESOURCE MANAGEMENT
SESSION: JULY 2019	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

2nd OPPORTUNITY QUESTION PAPER	
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INSTRUCTIONS
1. Answer ALL the questions. 2. Write clearly and neatly. 3. Number the answers clearly.

PERMISSIBLE MATERIALS

1. Examination paper.
2. Examination script.

THIS QUESTION PAPER CONSISTS OF 3 PAGES (Including this front page)

Answer all the questions below.

Excerpt: "United Nation"

The UN is an IGO focused on international law, international security, economic development, social progress, human rights and world peace. The UN was founded in 1945 and currently has over 190 member states. The organisation employs more than 14000 worldwide. Integrity is one of the core values of the UN and includes probity, impartiality, fairness, honesty and truthfulness in all matters affecting employees' work and status. It is clearly stated that staff members shall exhibit respects for all cultures. The UN headquarters are located in New York with important UN offices in Geneva and Vienna. The UN recruits and selects people from all over the world making it one of the most international organisations worldwide. Bringing together different nationalities with different languages and customer is a major challenging task for the UN with a crucial responsibility for the HR function, for example with regard to recruitment and selection, employee development, compensation and benefits and employee appraisals. The political environment adds another dimension to the organisation in which diplomacy among people is essential. Most UN employees can speak multiple languages and are highly educated, often the best in their profession. More recently the UN has been under a lot of pressure partly because of efficiency notions and partly because of global emergencies such as regional conflicts and earthquakes.

Question 1

(20)

The excerpt above indicates the need for strategic approach to the management of people within organisation particularly in the case of UN as international organisation. Within this in mind, evaluate the steps you will take to use the SHRM model to solve the area of challenge faced by the UN or any organisation of your choice.

Question 2

(20)

The central focus of creating a balance between the HR practices (satisfied, motivated and committed employees) and organisational excellent profit and financial performance is the centrality of SHRM. Within this framework is the importance of measuring human resource inputs to ensure that HR outcomes meets both employees and employers interests. Discuss by way of illustration how you may depict a balanced HR scorecard for your organisation that represent the positive contribution of your HR activities/actions in your organisation towards

creating positive organisational outcomes and financial outcomes.

Question 3

(20)

The need for HR professionals to up the game in their significant role in contributing towards business success in the ever challenging business times has been emphasised by many scholars, practitioners with consultants alike. Emphasis these critical areas (six of them) and discuss these in brief.

Question 4

(20)

Workforce diversity is one strategy through which the ultimate utilisation of people mix in the organisation could be used for the organisation's competitive advantage. Evaluate the challenges in managing workforce diversity.

Question 5

(20)

In the excerpt above, the increase in globalisation and international competition for performance improvement through technological innovation and alternative production systems drive the need for knowledge transfer. Discuss the conditions necessary for knowledge transfer across the UN organisations.